

**FY03 Army Civilian Attitude Survey
Results by Language: French For LN Positions
Results for Civilian Supervisors**

Table of Contents

About This Report.....	1
Ten Most Favorable/Unfavorable Items	7
Composite Summary	10
Item Detail	16
Supplemental Item Detail	42

About This Report

About This Supervisor Report

Survey Background – One of the main goals of Army is to be judged the employer of choice by its civilian employees. For over 25 years, Army has periodically surveyed the morale of its workforce. In 2003 Army introduced its web-based version of the Army Civilian Attitude Survey to the foreign national employees. The survey was available in seven languages: French, German, Italian, Dutch, Japanese, Korean, and English. Over 2,000 foreign national employees and close to 250 supervisors "logged on" and completed the survey. The Internet survey method allowed Army to conduct a census of its entire foreign national, civilian workforce. What follows are the results from this survey.

Supervisor Survey Content – The Army Civilian Attitude Survey for Supervisors is composed of a series of core and supplemental items.

Composites – The survey includes a number of scaled items that were grouped in 17 composites. Each composite is made up of multiple items. In the table below are the composite labels, the items (in parentheses) and a brief composite description.

Composite Label	Composite Description
Satisfaction with "Civilian Personnel" Service (q2-q23)	Supervisors' overall satisfaction with the level of service received from personnel.
Satisfaction with Job (q24-q28)	Supervisors' satisfaction with their current job.
Satisfaction with Career (q29-q31)	Extent to which supervisors recommend their career to others.
Satisfaction with Immediate Supervisor (q32-q39)	Supervisors' relationship with their immediate manager (interaction, competence, support for employee, etc.).
Satisfaction with Management (q40-q44)	Supervisors' satisfaction with upper-level management (supervisor's supervisor and above).
Satisfaction with Job Placement/Promotion System (q45-q49)	Perceptions of promotion processes (e.g., fairness) and outcomes (e.g., quality of candidates).
Satisfaction with Amount of Authority (q50-q61)	Supervisors' perceptions of their authority to carry out a variety of responsibilities (e.g., writing or changing job descriptions, assigning work).
Satisfaction with Training and Development (q62-q64)	Satisfaction with the amount of training supervisors have received and ability to get training for their employees.
Satisfaction with Awards and Recognition (q65-q68)	Extent to which supervisors feel they are personally recognized and that others are fairly awarded.
Satisfaction with Fairness (q69-q74)	Supervisors' perceptions that others are treated fairly, regardless of gender or race, and that they can report instances of discrimination without fear of retribution.
Satisfaction with Physical Conditions (q75-q77)	Satisfaction with safety and physical working conditions.
Civilian Workplace Morale (q24-q49)	Composite of satisfaction with job, career, immediate supervisor, upper-level management, and job placement/promotion.
Your Organization (q78-q91)	Supervisors' assessment of the work environment (e.g., good working relationships, support, communication, empowerment, productivity, resources, etc.).

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Composite Label	Composite Description
Performance Culture (q92-q94)	Extent to which supervisors feel that the culture supports high performance.
Strategic Planning (q95-q97)	Supervisors' perceptions of communication and effectiveness of planning in their organization.
Customer Satisfaction (q98-q100)	Supervisors' assessment of customer interactions and their satisfaction with products and services of work group.
Diversity (q101-q102)	Extent to which all civilian employees are valued and work together, regardless of differences (e.g., gender, race, religion).

Supplemental Items – In addition to the core items and their composites, the civilian attitude survey included a series of *supplemental* items that dealt with specific issues:

- Harassment (q103-q105)
- Army Knowledge Online (AKO) (q106-q108)
- Army Civilian Personnel OnLine (CPOL) Applications (q109-q114)
- Family Friendly Flexibilities (q115-q121)
- Career/Retirement Plans (q122-q126)
- Feedback on Survey Results (q127-q128)

However, because these supplemental items included both nominal (e.g., yes/no) and scaled (5=Strongly Agree, 4=Agree....) response options, composite scores were not computed.

Results for all items (core and supplemental) can be seen in the item detail section of the report – immediately following the composite summary pages.

Response Rates - Participants were asked to complete their surveys, which were automatically returned electronically to an independent research and consulting firm for processing. Of the approximately 26,559 Army civilian foreign national employees and supervisors who were invited to complete the attitude survey, 2,259 returned surveys for a 9% response rate. The response rate for Total Army allows results to be generalized at a 95% confidence level to ± 2.0 percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 58% and 62% of the civilian employee population hold the same view.

For Army civilian foreign national supervisors, the results differ slightly. Of the 3,328 supervisors who were invited to complete the survey, 247 responded for a response rate of 7%. This yields a margin for supervisors of ± 6.0 percentage points. Therefore, results should be interpreted with caution since they are less generalizable to the population of Army civilian foreign national supervisors.

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Scoring – To accurately interpret data, it is necessary to understand how items are scored. The multiple-choice (scaled) items asked employees to respond on a scale of 1-5 with 5 being most favorable (Strongly Agree; Very Good) and 1 being least favorable (Strongly Disagree; Very Poor). For these types of items, the five response categories were collapsed into three, as shown below. The percentage of responses in each category (Favorable, Neutral, Unfavorable) are then presented in 3-part bars.

Favorable		Neutral	Unfavorable	
5	4	3	2	1
Strongly Agree Very Good	Agree Good	Neither Agree Nor Disagree Neither Good Nor Poor	Disagree Poor	Strongly Disagree Very Poor

Organization of the Report – Results for each group and sub-group in this report are compared to Army Overall.

Results are presented in the following sections:

- ☐ **Results Summary:** This section contains overall summary information which includes:
 - ✓ Ten most favorable/ten most unfavorable items: This section displays in rank-order the ten most favorable items and ten most unfavorable items for Total Army and for each subgroup comparison.
 - ✓ Composite summaries: A quick overview of the Composite results for Total Army and for each subgroup comparison. Composites are presented in the same order as they appeared in the survey. Three-part bar graphs display average percentages of favorable, neutral, and unfavorable responses to the composites. The last column indicates the number of individuals in each group [Total Army and for each subgroup comparison] who responded to the items in the composite.
- ☐ **Item Detail:** This section provides a detailed look at results for each question, including a composite summary at the beginning of each group of items.
 - ✓ For the scaled items (5=Strongly Agree, 4=Agree....), three-part bar graphs again display percentages of favorable, neutral, and unfavorable responses. In addition, the Category Percent column details the percentage of responses in each category, while the next columns display item means, standard deviations, and valid N's (the number of responses to each item).
 - ✓ For the nominal items (e.g., yes/no), the percentage of individuals selecting each response option is displayed by a one-part bar, with the actual number who selected each option listed in the last column.

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Interpreting the Results: Surveys are valuable when data are analyzed, results are communicated to employees, and information is acted upon in the spirit of continuous improvement. The purpose of this section is to provide some general guidelines on interpreting data. The guidelines below are consistent with well-established industry standards for employee opinion survey research.

Begin by getting an overview of the results by reviewing the 10 Most Favorable/10 Most Unfavorable Items. Then use the following steps to thoroughly interpret the survey results.

1. Using the information in the Results Summary section, classify the Composites using the following criteria:

Strengths: At least 60% favorable response AND less than 20% unfavorable response. These are the issues that are working well for the majority of respondents, and should be maintained and reinforced.

Opportunities for Improvement: 30% or higher unfavorable response OR at least 20% unfavorable and less than 50% favorable response. These are the issues where action is indicated, either because the negative perceptions are large (over one-third of the group) or are large enough to overbalance a relatively small positive group.

Mixed: Mixed Items are items for which additional examination/clarification is needed to determine the best actions to take. A classic Mixed Item is one that doesn't fall neatly into either the Strength or Opportunities for Improvement category, e.g., 57% favorable/ 20% neutral/ 23% unfavorable.

Undecided: If the neutral category is 30% or more, the issue is *undecided*, which may be the result of respondents' unfamiliarity with the issue, concerns about confidentiality, inconsistency, or perceptions of the issue as "average." In certain cases, *undecided* items may also be **Opportunities for Improvement**.

Divided: If the favorable and unfavorable percents are almost equal, or there is almost no neutral (e.g., 55% favorable/ 5% neutral /40% unfavorable), the issue is *divided*, which indicates that specific constituencies feel differently. This is less threatening in large groups, but in small groups may indicate that teamwork and morale are in danger. In many cases, *divided* items are also **Opportunities for Improvement**.

2. Review the items within each Composite and classify them using the same criteria you used to classify the Composites.

3. Look for themes within Composites. For each Composite, examine your classification of the items and determine whether all of the strengths or opportunities have anything in common.

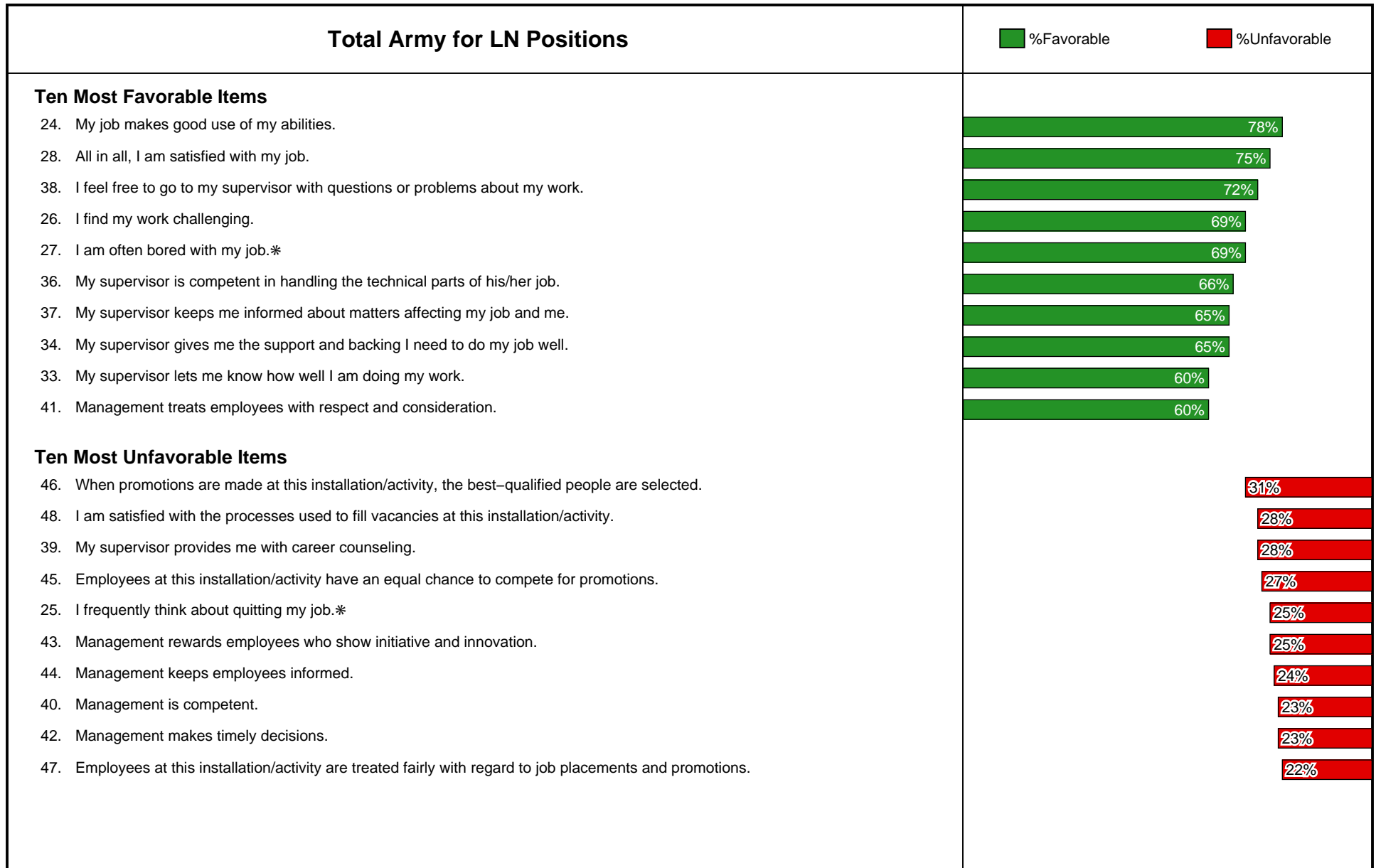
4. Look for trends across Composites. Sometimes themes or patterns emerge that cross several survey Composites. Ask yourself:

- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are immediate supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small number of Composites? If they are from a number of different Composites, is there a common underlying theme?

5. **Review supplemental items.** Could scores on any of the scaled supplemental items relate to other survey items or themes that you've already identified? Although many of the supplemental items deal with specific issues (for example, Harassment, OnLine Applications), problems in these areas could impact other areas such as **Satisfaction with Job** or **Satisfaction with Management**.
6. **Dealing with perceptions.** Keep in mind that survey results reflect perceptions, which differ from one person to another. You must deal with the perception, whether or not you agree with or understand its source. Do not expect to understand what everything means. You should get clarification on issues with high neutral responses, contradictory responses, and divided responses by discussing those issues with your immediate group of employees. Many internal and external events, including organizational changes, policy changes, the local economy, and recent news events may have contributed to the results. You should not use these events to rationalize your results, but consider them as potential areas of discussion.
7. **Additional Support.** For more information regarding these results and how you may better utilize the information, please phone Mr. Murray Mack at (703) 325-8684 (DSN 225-8684) or email murray.mack@asamra.hoffman.army.mil.

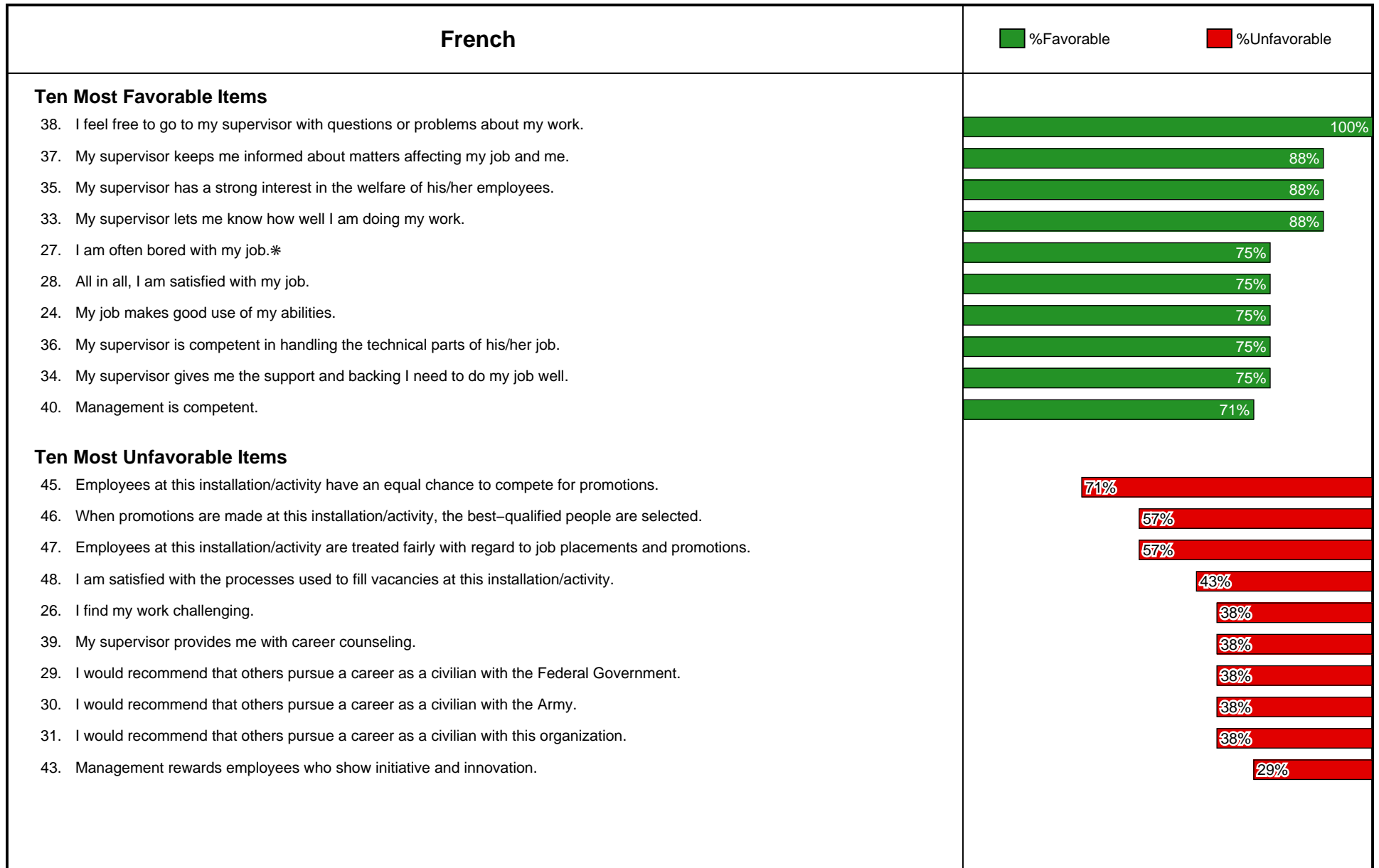
Ten Most Favorable/Unfavorable Items

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**



* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**



* Item is phrased in a negative manner.














Composite Summary

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	<div><div></div> = Favorable</div>	<div><div></div> = Neutral</div>	<div><div></div> = Unfavorable</div>	
<div>Satisfaction with Civilian Personnel Service</div> <div>Total Army for LN Positions</div> <div>French</div> <div>Satisfaction with Job *</div> <div>Total Army for LN Positions</div> <div>French</div> <div>Satisfaction with Career</div> <div>Total Army for LN Positions</div> <div>French</div> <div>Satisfaction with Immediate Supervisor</div> <div>Total Army for LN Positions</div> <div>French</div> <div>Satisfaction with Management</div> <div>Total Army for LN Positions</div> <div>French</div>				
	<div><div></div>48%</div> <div><div></div>31%</div> <div><div></div>20%</div>			245
	<div><div></div>23%</div> <div><div></div>40%</div> <div><div></div>37%</div>			8
	<div><div></div>70%</div> <div><div></div>15%</div> <div><div></div>15%</div>			245
	<div><div></div>67%</div> <div><div></div>18%</div> <div><div></div>15%</div>			8
	<div><div></div>57%</div> <div><div></div>28%</div> <div><div></div>15%</div>			223
	<div><div></div>38%</div> <div><div></div>25%</div> <div><div></div>38%</div>			8
	<div><div></div>60%</div> <div><div></div>22%</div> <div><div></div>18%</div>			239
	<div><div></div>77%</div> <div><div></div>11%</div> <div><div></div>13%</div>			8
	<div><div></div>53%</div> <div><div></div>24%</div> <div><div></div>23%</div>			207
	<div><div></div>57%</div> <div><div></div>26%</div> <div><div></div>17%</div>			7

* Composite includes reverse-scored items

Civilian Supervisors – FY03
Results by Language: French For LN Positions

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Satisfaction with Job Placement/Promotion System Total Army for LN Positions				213
	French 			7
Satisfaction with Amount of Authority Total Army for LN Positions				241
	French 			8
Satisfaction with Training and Development Total Army for LN Positions				240
	French 			8
Satisfaction with Awards and Recognition Total Army for LN Positions				245
	French 			8
Satisfaction with Fairness * Total Army for LN Positions				242
	French 			8

* Composite includes reverse-scored items

Civilian Supervisors – FY03
Results by Language: French For LN Positions

Composite Summary	PERCENT OF RESPONDENTS <div> = Favorable = Neutral = Unfavorable </div>	Number of Respondents
Satisfaction with Physical Conditions Total Army for LN Positions French	<div> <div> <div>58%</div> <div>23%</div> <div>19%</div> </div> <div> <div>75%</div> <div>21%</div> <div>4%</div> </div> </div>	240 8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	<div><div></div> = Favorable</div>	<div><div></div> = Neutral</div>	<div><div></div> = Unfavorable</div>	
<div>Your Organization *</div> <div>Total Army for LN Positions</div> <div>French</div> <div>Performance Culture</div> <div>Total Army for LN Positions</div> <div>French</div> <div>Strategic Planning *</div> <div>Total Army for LN Positions</div> <div>French</div> <div>Customer Satisfaction</div> <div>Total Army for LN Positions</div> <div>French</div>				
	<div><div></div>56%<div></div>26%<div></div>18%</div>			245
	<div><div></div>49%<div></div>26%<div></div>26%</div>			8
	<div><div></div>61%<div></div>26%<div></div>13%</div>			224
	<div><div></div>38%<div></div>43%<div></div>19%</div>			8
	<div><div></div>61%<div></div>24%<div></div>15%</div>			226
	<div><div></div>67%<div></div>8%<div></div>25%</div>			8
<div><div></div>78%<div></div>17%<div></div>5%</div>			224	
<div><div></div>71%<div></div>8%<div></div>21%</div>			8	

* Composite includes reverse-scored items

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Composite Summary	PERCENT OF RESPONDENTS <div> = Favorable = Neutral = Unfavorable </div>	Number of Respondents
Diversity Total Army for LN Positions French		
	<div> </div> <div> 78% 14% 8% </div>	223
	<div> </div> <div> 75% 13% 13% </div>	8

Item Detail

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
1. My immediate supervisor is:		
Total Army for LN Positions		
Military	25%	59
Civilian	75%	180
French		
Military	63%	5
Civilian	38%	3

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail		% Favorable % Neutral % Unfavorable			Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1						
Satisfaction with Civilian Personnel Service												
	Total Army for LN Positions	48%31%20%			13	35	31	13	8	3.32	0.83	245
	French	23%40%37%			2	22	40	21	15	2.73	0.80	8
	Total Army for LN Positions	55%22%23%			18	37	22	13	10	3.40	1.21	228
	French	25%38%38%			0	25	38	25	13	2.75	1.04	8
	Total Army for LN Positions	51%24%25%			17	35	24	15	10	3.32	1.21	223
	French	25%13%63%			13	13	13	25	38	2.38	1.51	8
	Total Army for LN Positions	50%31%19%			12	38	31	9	10	3.34	1.11	226
	French	25%63%13%			0	25	63	0	13	3.00	0.93	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
5. The personnel office refers candidates for vacancies in a reasonable amount of time.	Total Army for LN Positions	<div> <div>54%</div> <div>24%</div> <div>21%</div> </div>					3.39	1.10	225
	French	<div> <div>50%</div> <div>13%</div> <div>38%</div> </div>					3.13	0.99	8
6. The personnel office refers high quality candidates for vacancies.	Total Army for LN Positions	<div> <div>38%</div> <div>38%</div> <div>25%</div> </div>					3.13	1.08	224
	French	<div> <div>63%</div> <div>38%</div> </div>					2.63	0.52	8
7. The personnel office treats people courteously.	Total Army for LN Positions	<div> <div>66%</div> <div>18%</div> <div>16%</div> </div>					3.67	1.07	236
	French	<div> <div>38%</div> <div>38%</div> <div>25%</div> </div>					3.00	1.07	8
8. The personnel office keeps people informed (through automated or manual means) about important changes in personnel rules and benefits.	Total Army for LN Positions	<div> <div>55%</div> <div>22%</div> <div>23%</div> </div>					3.40	1.19	232
	French	<div> <div>63%</div> <div>25%</div> <div>13%</div> </div>					3.50	1.20	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
9. I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need. Total Army for LN Positions	59%	23	37	22	13	5	3.58	1.13	231
	French 25%	13	13	25	25	25	2.63	1.41	8
10. The staff of the personnel office acts with integrity. Total Army for LN Positions	58%	21	36	30	7	6	3.60	1.08	219
	French 25%	0	25	38	13	25	2.63	1.19	8
11. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits). Total Army for LN Positions	58%	21	36	25	11	6	3.56	1.12	240
	French 25%	0	25	50	13	13	2.88	0.99	8
12. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on recruitment. Total Army for LN Positions	52%	12	40	31	13	4	3.42	0.99	231
	French 25%	0	25	63	13	0	3.13	0.64	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
13. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on job classification.									
	Total Army for LN Positions	<div> <div>41%</div> <div>36%</div> <div>23%</div> </div>					3.14	1.07	224
	French	<div> <div>13%</div> <div>38%</div> <div>50%</div> </div>					2.38	1.06	8
14. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on advising on reorganizations.									
	Total Army for LN Positions	<div> <div>31%</div> <div>39%</div> <div>30%</div> </div>					3.00	1.04	209
	French	<div> <div>43%</div> <div>57%</div> </div>					2.43	0.53	7
15. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on handling reduction-in-force.									
	Total Army for LN Positions	<div> <div>31%</div> <div>42%</div> <div>27%</div> </div>					2.99	1.11	201
	French	<div> <div>25%</div> <div>38%</div> <div>38%</div> </div>					2.63	1.19	8
16. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on planning and projecting human resource needs.									
	Total Army for LN Positions	<div> <div>31%</div> <div>42%</div> <div>27%</div> </div>					3.00	1.04	203
	French	<div> <div>13%</div> <div>38%</div> <div>50%</div> </div>					2.38	1.06	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div><div>% Favorable</div><div>% Neutral</div><div>% Unfavorable</div></div>	Category Percents					Mean	Std Dev	Valid N	
		5	4	3	2	1				
17. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation.										
	Total Army for LN Positions	<div><div>46%</div><div>30%</div><div>24%</div></div>	12	34	30	13	11	3.24	1.15	224
	French	<div><div>13%</div><div>38%</div><div>50%</div></div>	0	13	38	38	13	2.50	0.93	8
18. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on discipline, complaints, and performance management.										
	Total Army for LN Positions	<div><div>43%</div><div>39%</div><div>18%</div></div>	10	33	39	9	8	3.27	1.05	214
	French	<div><div>25%</div><div>63%</div><div>13%</div></div>	0	25	63	0	13	3.00	0.93	8
19. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on training.										
	Total Army for LN Positions	<div><div>43%</div><div>36%</div><div>21%</div></div>	10	33	36	14	7	3.27	1.04	229
	French	<div><div>13%</div><div>38%</div><div>50%</div></div>	0	13	38	38	13	2.50	0.93	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
20. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on awards.									
Total Army for LN Positions	<div> <div>53%</div> <div>31%</div> <div>16%</div> </div>	12	41	31	11	5	3.44	1.00	229
French	<div> <div>13%</div> <div>38%</div> <div>50%</div> </div>	0	13	38	25	25	2.38	1.06	8
21. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on labor relations.									
Total Army for LN Positions	<div> <div>48%</div> <div>38%</div> <div>14%</div> </div>	9	40	38	8	6	3.38	0.96	221
French	<div> <div>25%</div> <div>50%</div> <div>25%</div> </div>	0	25	50	13	13	2.88	0.99	8
22. Overall, the quality of service given by the personnel office is:									
Total Army for LN Positions	<div> <div>48%</div> <div>35%</div> <div>17%</div> </div>	11	38	35	12	5	3.38	0.99	231
French	<div> <div>38%</div> <div>38%</div> <div>25%</div> </div>	0	38	38	0	25	2.88	1.25	8
23. Overall, the timeliness of service given by the personnel office is:									
Total Army for LN Positions	<div> <div>43%</div> <div>36%</div> <div>20%</div> </div>	9	34	36	15	5	3.27	0.99	233
French	<div> <div>13%</div> <div>38%</div> <div>50%</div> </div>	0	13	38	38	13	2.50	0.93	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Job*									
Total Army for LN Positions	70%	35	36	15	11	4	3.86	0.87	245
French	67%	38	28	18	15	0	3.91	0.88	8
24. My job makes good use of my abilities.									
Total Army for LN Positions	78%	32	46	13	6	3	3.97	0.99	239
French	75%	38	38	13	13	0	4.00	1.07	8
25. I frequently think about quitting my job.*									
Total Army for LN Positions	59%	37	21	16	21	4	3.66	1.29	229
French	57%	57	0	29	14	0	4.00	1.29	7
26. I find my work challenging.									
Total Army for LN Positions	69%	31	38	17	10	4	3.82	1.10	239
French	50%	13	38	13	38	0	3.25	1.16	8
27. I am often bored with my job.*									
Total Army for LN Positions	69%	43	27	16	12	3	3.95	1.14	236
French	75%	63	13	25	0	0	4.38	0.92	8

* Composite includes reverse-scored items
* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div><div></div> % Favorable</div> <div><div></div> % Neutral</div> <div><div></div> % Unfavorable</div>	Category Percents					Mean	Std Dev	Valid N	
		5	4	3	2	1				
28. All in all, I am satisfied with my job.										
Total Army for LN Positions	<div><div></div>75%</div> <div><div></div>13%</div> <div><div></div>11%</div>	31	45	13	8	3	3.92	1.03	240	
French	<div><div></div>75%</div> <div><div></div>13%</div> <div><div></div>13%</div>	25	50	13	13	0	3.88	0.99	8	

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Career 29. I would recommend that others pursue a career as a civilian with the Federal Government. 30. I would recommend that others pursue a career as a civilian with the Army. 31. I would recommend that others pursue a career as a civilian with this organization.	Total Army for LN Positions	<div> <div>57%</div> <div>28%</div> <div>15%</div> </div>					3.53	0.97	223
	French	<div> <div>38%</div> <div>25%</div> <div>38%</div> </div>					3.08	1.40	8
	Total Army for LN Positions	<div> <div>58%</div> <div>28%</div> <div>13%</div> </div>					3.59	1.01	215
	French	<div> <div>38%</div> <div>25%</div> <div>38%</div> </div>					3.00	1.31	8
	Total Army for LN Positions	<div> <div>55%</div> <div>29%</div> <div>16%</div> </div>					3.50	1.02	218
	French	<div> <div>38%</div> <div>25%</div> <div>38%</div> </div>					3.13	1.46	8
	Total Army for LN Positions	<div> <div>57%</div> <div>27%</div> <div>16%</div> </div>					3.50	1.05	220
	French	<div> <div>38%</div> <div>25%</div> <div>38%</div> </div>					3.13	1.46	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Immediate Supervisor Total Army for LN Positions	<div> <div>60%</div> <div>22%</div> <div>18%</div> </div>	22	38	22	10	8	3.54	1.02	239
	French <div> <div>77%</div> <div>11%</div> <div>13%</div> </div>	34	42	11	9	3	3.95	0.77	8
32. My supervisor clearly outlines the goals and priorities for my work. Total Army for LN Positions	<div> <div>59%</div> <div>21%</div> <div>21%</div> </div>	20	39	21	10	10	3.48	1.21	234
	French <div> <div>63%</div> <div>25%</div> <div>13%</div> </div>	25	38	25	13	0	3.75	1.04	8
33. My supervisor lets me know how well I am doing my work. Total Army for LN Positions	<div> <div>60%</div> <div>23%</div> <div>17%</div> </div>	20	40	23	8	9	3.54	1.16	235
	French <div> <div>88%</div> <div></div> <div>13%</div> </div>	25	63	0	13	0	4.00	0.93	8
34. My supervisor gives me the support and backing I need to do my job well. Total Army for LN Positions	<div> <div>65%</div> <div>18%</div> <div>17%</div> </div>	22	43	18	11	5	3.65	1.11	237
	French <div> <div>75%</div> <div>13%</div> <div>13%</div> </div>	38	38	13	13	0	4.00	1.07	8
35. My supervisor has a strong interest in the welfare of his/her employees. Total Army for LN Positions	<div> <div>56%</div> <div>26%</div> <div>18%</div> </div>	21	35	26	9	9	3.50	1.18	227
	French <div> <div>88%</div> <div></div> <div>13%</div> </div>	25	63	13	0	0	4.13	0.64	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
36. My supervisor is competent in handling the technical parts of his/her job.	Total Army for LN Positions	<div> <div>66%</div> <div>17%</div> <div>17%</div> </div>					3.66	1.14	229
	French	<div> <div>75%</div> <div></div> <div>25%</div> </div>					3.63	1.41	8
37. My supervisor keeps me informed about matters affecting my job and me.	Total Army for LN Positions	<div> <div>65%</div> <div>18%</div> <div>17%</div> </div>					3.66	1.16	235
	French	<div> <div>88%</div> <div></div> <div>13%</div> </div>					4.25	0.71	8
38. I feel free to go to my supervisor with questions or problems about my work.	Total Army for LN Positions	<div> <div>72%</div> <div>16%</div> <div>12%</div> </div>					3.86	1.11	236
	French	<div> <div>100%</div> <div></div> <div></div> </div>					4.88	0.35	8
39. My supervisor provides me with career counseling.	Total Army for LN Positions	<div> <div>38%</div> <div>34%</div> <div>28%</div> </div>					3.10	1.17	221
	French	<div> <div>38%</div> <div>25%</div> <div>38%</div> </div>					3.00	1.31	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Management									
	Total Army for LN Positions	15	37	24	12	11	3.34	1.09	207
	French	0	57	26	3	14	3.26	1.06	7
40. Management is competent.									
	Total Army for LN Positions	15	37	25	12	10	3.35	1.19	203
	French	0	71	14	0	14	3.43	1.13	7
41. Management treats employees with respect and consideration.									
	Total Army for LN Positions	18	42	20	10	10	3.49	1.19	207
	French	0	71	14	0	14	3.43	1.13	7
42. Management makes timely decisions.									
	Total Army for LN Positions	15	35	26	13	10	3.32	1.18	201
	French	0	57	29	0	14	3.29	1.11	7
43. Management rewards employees who show initiative and innovation.									
	Total Army for LN Positions	15	33	26	13	12	3.26	1.23	202
	French	0	29	43	14	14	2.86	1.07	7

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div></div> % Favorable <div></div> % Neutral <div></div> % Unfavorable </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
44. Management keeps employees informed.									
Total Army for LN Positions	<div> <div>52%</div> <div>24%</div> <div>24%</div> </div>	12	40	24	12	12	3.28	1.18	205
French	<div> <div>57%</div> <div>29%</div> <div>14%</div> </div>	0	57	29	0	14	3.29	1.11	7

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail		% Favorable % Neutral % Unfavorable			Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1								
45. Employees at this installation/activity have an equal chance to compete for promotions.	Satisfaction with Job Placement/Promotion System													
	Total Army for LN Positions			46%	29%	26%	13	33	29	13	12	3.20	1.03	213
	French			20%	31%	49%	0	20	31	23	26	2.46	0.91	7
	Total Army for LN Positions			53%	20%	27%	16	37	20	13	13	3.29	1.27	208
	French			14%	14%	71%	0	14	14	29	43	2.00	1.15	7
	Total Army for LN Positions			41%	27%	31%	12	29	27	16	16	3.06	1.25	204
	French			14%	29%	57%	0	14	29	29	29	2.29	1.11	7
46. When promotions are made at this installation/activity, the best-qualified people are selected.	Total Army for LN Positions			52%	26%	22%	15	37	26	11	12	3.33	1.20	207
	French			29%	14%	57%	0	29	14	29	29	2.43	1.27	7

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div><div>% Favorable</div><div>% Neutral</div><div>% Unfavorable</div></div>	Category Percents					Mean	Std Dev	Valid N			
		5	4	3	2	1						
48. I am satisfied with the processes used to fill vacancies at this installation/activity.												
	Total Army for LN Positions	41%	31%	28%	12	29	31	14	14	3.11	1.21	209
	French	29%	29%	43%	0	29	29	14	29	2.57	1.27	7
49. The quality of candidates referred to me for vacancies in my work unit is high.												
	Total Army for LN Positions	40%	40%	20%	10	30	40	13	7	3.24	1.02	197
	French	14%	71%	14%	0	14	71	14	0	3.00	0.58	7

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% All I Need</div> <div>% Some, but not enough</div> <div>% None</div> </div>	Category Percents			Mean	Std Dev	Valid N
		3	2	1			
Satisfaction with Amount of Authority Total Army for LN Positions	<div> <div>45%</div> <div>37%</div> <div>17%</div> </div>	45	37	17	2.28	0.51	241
	French <div> <div>53%</div> <div>39%</div> <div>8%</div> </div>	53	39	8	2.44	0.49	8
50. How much authority do you have to carry out writing or changing job descriptions (i.e., classifying jobs)? Total Army for LN Positions	<div> <div>37%</div> <div>44%</div> <div>20%</div> </div>	37	44	20	2.17	0.73	227
	French <div> <div>50%</div> <div>50%</div> </div>	50	50	0	2.50	0.53	8
51. How much authority do you have to carry out recruiting and selecting employees? Total Army for LN Positions	<div> <div>41%</div> <div>40%</div> <div>18%</div> </div>	41	40	18	2.23	0.74	228
	French <div> <div>50%</div> <div>50%</div> </div>	50	50	0	2.50	0.53	8
52. How much authority do you have to carry out changing the organizational structure of your work unit? Total Army for LN Positions	<div> <div>30%</div> <div>42%</div> <div>28%</div> </div>	30	42	28	2.02	0.76	226
	French <div> <div>38%</div> <div>38%</div> <div>25%</div> </div>	38	38	25	2.13	0.83	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% All I Need</div> <div>% Some, but not enough</div> <div>% None</div> </div>	Category Percents			Mean	Std Dev	Valid N
		3	2	1			
53. How much authority do you have to carry out assigning work to subordinates?							
Total Army for LN Positions	71% 27%	71	27	3	2.68	0.52	236
French	75% 25%	75	25	0	2.75	0.46	8
54. How much authority do you have to carry out evaluating work performance?							
Total Army for LN Positions	55% 33% 12%	55	33	12	2.43	0.69	233
French	71% 14% 14%	71	14	14	2.57	0.79	7
55. How much authority do you have to carry out giving monetary and honorary performance awards?							
Total Army for LN Positions	41% 40% 19%	41	40	19	2.22	0.74	232
French	50% 38% 13%	50	38	13	2.38	0.74	8
56. How much authority do you have to carry out firing people?							
Total Army for LN Positions	23% 27% 49%	23	27	49	1.74	0.82	192
French	38% 25% 38%	38	25	38	2.00	0.93	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% All I Need</div> <div>% Some, but not enough</div> <div>% None</div> </div>	Category Percents			Mean	Std Dev	Valid N
		3	2	1			
57. How much authority do you have to carry out approving leave requests/controlling employee absences?							
Total Army for LN Positions	<div> <div>65%</div> <div>24%</div> <div>11%</div> </div>	65	24	11	2.54	0.68	229
French	<div> <div>88%</div> <div>13%</div> </div>	88	13	0	2.88	0.35	8
58. How much authority do you have to carry out taking disciplinary action?							
Total Army for LN Positions	<div> <div>35%</div> <div>34%</div> <div>31%</div> </div>	35	34	31	2.04	0.81	203
French	<div> <div>50%</div> <div>50%</div> </div>	50	50	0	2.50	0.53	8
59. How much authority do you have to carry out taking action to improve substandard performance?							
Total Army for LN Positions	<div> <div>43%</div> <div>47%</div> <div>10%</div> </div>	43	47	10	2.32	0.65	225
French	<div> <div>50%</div> <div>50%</div> </div>	50	50	0	2.50	0.53	8
60. How much authority do you have to carry out getting employees the training they need?							
Total Army for LN Positions	<div> <div>43%</div> <div>46%</div> <div>11%</div> </div>	43	46	11	2.32	0.66	232
French	<div> <div>25%</div> <div>63%</div> <div>13%</div> </div>	25	63	13	2.13	0.64	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% All I Need</div> <div>% Some, but not enough</div> <div>% None</div> </div>	Category Percents			Mean	Std Dev	Valid N
		3	2	1			
61. How much authority do you have to carry out changing work processes or methods?							
Total Army for LN Positions	<div> <div>54%</div> <div>39%</div> <div>6%</div> </div>	54	39	6	2.48	0.62	235
French	<div> <div>50%</div> <div>50%</div> </div>	50	50	0	2.50	0.53	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Training and Development Total Army for LN Positions French 62. I have had enough leadership training (e.g., directing subordinates, team building) to be an effective leader. Total Army for LN Positions French 63. I have had enough training in civilian personnel administrative procedures. Total Army for LN Positions French 64. I am able to get timely and quality training for my subordinates. Total Army for LN Positions French	<div> <div>52%</div> <div>29%</div> <div>18%</div> </div>	14	38	29	13	5	3.44	0.89	240
		17	33	33	13	4	3.46	0.99	8
	<div> <div>56%</div> <div>26%</div> <div>18%</div> </div>	16	39	26	14	4	3.50	1.05	237
		13	50	25	13	0	3.63	0.92	8
	<div> <div>44%</div> <div>32%</div> <div>23%</div> </div>	12	32	32	17	7	3.26	1.09	230
		25	25	25	13	13	3.38	1.41	8
	<div> <div>57%</div> <div>30%</div> <div>13%</div> </div>	14	43	30	9	4	3.54	0.97	230
		13	25	50	13	0	3.38	0.92	8
	<div> <div>50%</div> <div>33%</div> <div>17%</div> </div>								

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Awards and Recognition									
	Total Army for LN Positions	17	37	27	11	9	3.40	1.05	245
65. When I do a good job, it is recognized.	French	6	28	41	13	13	3.03	0.95	8
	Total Army for LN Positions	19	37	27	9	8	3.49	1.14	243
	French	13	38	38	0	13	3.38	1.19	8
66. When awards are given, they go to the people who earned them.									
	Total Army for LN Positions	15	34	28	12	11	3.31	1.19	241
	French	13	13	50	13	13	3.00	1.20	8
67. Employees at this installation/activity are treated fairly with regard to awards.									
	Total Army for LN Positions	18	37	25	12	8	3.44	1.16	240
	French	0	25	50	25	0	3.00	0.76	8
68. If I perform my job especially well, I will receive an award.									
	Total Army for LN Positions	14	39	26	11	10	3.37	1.15	239
	French	0	38	25	13	25	2.75	1.28	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Fairness* Total Army for LN Positions	55%	19	36	32	9	5	3.54	0.75	242
	French 61%	20	41	30	7	2	3.77	0.85	8
69. Managers/supervisors deal effectively with reports of prejudice and discrimination.									
	Total Army for LN Positions	14	43	28	8	7	3.48	1.07	229
	French 57%	29	29	29	0	14	3.57	1.40	7
70. If I complained of discrimination, it would be held against me.*									
	Total Army for LN Positions	13	29	35	15	8	3.25	1.10	211
	French 43%	14	29	43	14	0	3.43	0.98	7
71. Non-minority employees often get preferential treatment over minority employees.*									
	Total Army for LN Positions	23	36	32	6	3	3.70	0.97	185
	French 71%	43	29	29	0	0	4.14	0.90	7
72. Minority employees often get preferential treatment over non-minority employees.*									
	Total Army for LN Positions	19	35	34	8	4	3.58	1.01	183
	French 57%	14	43	29	14	0	3.57	0.98	7

* Composite includes reverse-scored items
* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div><div>% Favorable</div><div>% Neutral</div><div>% Unfavorable</div></div>	Category Percents					Mean	Std Dev	Valid N			
		5	4	3	2	1						
73. Male employees often get preferential treatment over female employees.*												
	Total Army for LN Positions	64%	30%	7%	25	39	30	5	1	3.81	0.92	213
	French	75%	25%		13	63	25	0	0	3.88	0.64	8
74. Female employees often get preferential treatment over male employees.*												
	Total Army for LN Positions	53%	31%	16%	19	34	31	9	7	3.49	1.11	211
	French	63%	25%	13%	13	50	25	13	0	3.63	0.92	8

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Physical Conditions Total Army for LN Positions French 75. At this installation/activity, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well. Total Army for LN Positions French 76. Programs that encourage good health practices are supported here (e.g., fitness centers, health education programs). Total Army for LN Positions French 77. Employees are protected from health and safety hazards on the job. Total Army for LN Positions French	<div> <div>58%</div> <div>23%</div> <div>19%</div> </div>	18	39	23	14	5	3.51	0.88	240
		8	67	21	4	0	3.79	0.53	8
	<div> <div>61%</div> <div>22%</div> <div>17%</div> </div>	22	40	22	14	3	3.64	1.06	236
		0	63	25	13	0	3.50	0.76	8
	<div> <div>47%</div> <div>27%</div> <div>26%</div> </div>	15	32	27	17	9	3.27	1.17	232
		13	75	13	0	0	4.00	0.53	8
	<div> <div>64%</div> <div>21%</div> <div>15%</div> </div>	19	45	21	11	4	3.64	1.04	236
		13	63	25	0	0	3.88	0.64	8
	<div> <div>75%</div> <div>25%</div> </div>								

Supplemental Item Detail

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Your Organization*									
Total Army for LN Positions	56%	14	42	26	12	6	3.45	0.68	245
French	49%	5	44	26	16	10	3.17	0.44	8
78. There is a good working relationship between civilian and military personnel.									
Total Army for LN Positions	72%	21	51	21	4	3	3.84	0.89	234
French	88%	25	63	13	0	0	4.13	0.64	8
79. There is a good working relationship between civilian/military personnel and contractors.									
Total Army for LN Positions	65%	12	53	28	4	2	3.68	0.84	203
French	80%	0	80	0	20	0	3.60	0.89	5
80. Civilians are made to feel that they are an important part of the Army team.									
Total Army for LN Positions	72%	26	46	17	7	4	3.84	1.01	237
French	50%	0	50	25	13	13	3.13	1.13	8
81. Civilian supervisors are concerned about civilian employee job satisfaction.									
Total Army for LN Positions	68%	18	50	21	7	4	3.71	0.97	229
French	75%	0	75	13	13	0	3.63	0.74	8

* Composite includes reverse-scored items

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
82. Military supervisors are concerned about civilian employee job satisfaction.									
	Total Army for LN Positions	<div> <div>59%</div> <div>28%</div> <div>13%</div> </div>					3.59	1.01	218
	French	<div> <div>25%</div> <div>50%</div> <div>25%</div> </div>					2.88	0.99	8
83. I am satisfied with the amount of involvement I have in decisions that affect my work.									
	Total Army for LN Positions	<div> <div>64%</div> <div>20%</div> <div>16%</div> </div>					3.60	1.03	237
	French	<div> <div>71%</div> <div>29%</div> </div>					3.86	0.69	7
84. My work productivity is reduced by unnecessary rules and regulations.*									
	Total Army for LN Positions	<div> <div>30%</div> <div>34%</div> <div>36%</div> </div>					2.86	1.10	231
	French	<div> <div>13%</div> <div>13%</div> <div>75%</div> </div>					1.88	1.13	8
85. There is good communication between work groups/work units in my organization.									
	Total Army for LN Positions	<div> <div>59%</div> <div>26%</div> <div>15%</div> </div>					3.53	1.02	238
	French	<div> <div>63%</div> <div>25%</div> <div>13%</div> </div>					3.50	0.76	8
86. I feel my job is secure.									
	Total Army for LN Positions	<div> <div>40%</div> <div>32%</div> <div>28%</div> </div>					3.10	1.18	236
	French	<div> <div>13%</div> <div>50%</div> <div>38%</div> </div>					2.50	1.07	8

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
87. My organization encourages creative solutions and new practices/ways of doing business.	Total Army for LN Positions	<div> <div>55%</div> <div>28%</div> <div>17%</div> </div>					3.46	1.01	238
	French	<div> <div>38%</div> <div>38%</div> <div>25%</div> </div>					3.25	1.04	8
88. The amount of work I am expected to do is reasonable.	Total Army for LN Positions	<div> <div>58%</div> <div>21%</div> <div>21%</div> </div>					3.42	1.06	240
	French	<div> <div>50%</div> <div>13%</div> <div>38%</div> </div>					3.00	1.20	8
89. I have sufficient resources (e.g., people, equipment and materials, budget) to get my job done.	Total Army for LN Positions	<div> <div>40%</div> <div>23%</div> <div>37%</div> </div>					3.00	1.19	241
	French	<div> <div>29%</div> <div>71%</div> </div>					2.43	1.13	7
90. My work unit/work group is able to recruit people with the right skills.	Total Army for LN Positions	<div> <div>48%</div> <div>29%</div> <div>23%</div> </div>					3.27	1.08	225
	French	<div> <div>57%</div> <div>29%</div> <div>14%</div> </div>					3.43	0.79	7
91. Compared to other organizations, how would you rate your organization as a place to work?	Total Army for LN Positions	<div> <div>61%</div> <div>29%</div> <div>10%</div> </div>					3.68	0.95	234
	French	<div> <div>43%</div> <div>57%</div> </div>					3.57	0.79	7

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Performance Culture									
	Total Army for LN Positions	<div> <div>61%</div> <div>26%</div> <div>13%</div> </div>					3.60	0.74	224
92. Corrective actions are taken when employees do not meet performance standards.	French	<div> <div>38%</div> <div>43%</div> <div>19%</div> </div>					3.42	1.18	8
	Total Army for LN Positions	<div> <div>44%</div> <div>32%</div> <div>23%</div> </div>					3.18	1.03	213
	French	<div> <div>14%</div> <div>57%</div> <div>29%</div> </div>					2.71	0.95	7
93. My performance appraisal is a fair reflection of my performance.									
	Total Army for LN Positions	<div> <div>55%</div> <div>32%</div> <div>13%</div> </div>					3.47	0.96	202
	French	<div> <div>33%</div> <div>50%</div> <div>17%</div> </div>					3.17	1.33	6
94. I know what is expected of me on the job.									
	Total Army for LN Positions	<div> <div>83%</div> <div>14%</div> </div>					4.10	0.74	221
	French	<div> <div>63%</div> <div>25%</div> <div>13%</div> </div>					3.75	1.39	8

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Strategic Planning*									
	Total Army for LN Positions	<div> <div>61%</div> <div>24%</div> <div>15%</div> </div>					3.58	0.70	226
95. Managers communicate the organization's strategic mission, vision, and priorities.	French	<div> <div>67%</div> <div>8%</div> <div>25%</div> </div>					3.46	0.99	8
	Total Army for LN Positions	<div> <div>59%</div> <div>27%</div> <div>14%</div> </div>					3.52	1.05	221
	French	<div> <div>75%</div> <div></div> <div>25%</div> </div>					3.38	1.51	8
96. Productivity in my work group/work unit is hurt by a lack of planning.*									
	Total Army for LN Positions	<div> <div>43%</div> <div>29%</div> <div>28%</div> </div>					3.20	1.11	223
	French	<div> <div>50%</div> <div>13%</div> <div>38%</div> </div>					3.13	1.64	8
97. I know how my work relates to my organization's mission and goals.									
	Total Army for LN Positions	<div> <div>81%</div> <div>16%</div> <div></div> </div>					4.02	0.78	225
	French	<div> <div>75%</div> <div>13%</div> <div>13%</div> </div>					3.88	1.36	8

* Composite includes reverse-scored items
* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail		<div><div></div>% Favorable</div>	<div><div></div>% Neutral</div>	<div><div></div>% Unfavorable</div>	Category Percents							
					5	4	3	2	1	Mean	Std Dev	Valid N
Customer Satisfaction												
	Total Army for LN Positions		78%		30	49	17	4	1	4.02	0.65	224
	French		71%		21	50	8	8	13	3.58	1.15	8
	Total Army for LN Positions		91%		45	46	8	1	0	4.35	0.70	223
	French		75%		50	25	0	13	13	3.88	1.55	8
	Total Army for LN Positions		69%		18	51	23	7	1	3.78	0.85	215
	French		63%		0	63	25	0	13	3.38	1.06	8
	Total Army for LN Positions		74%		25	49	21	5	0	3.94	0.83	213
	French		75%		13	63	0	13	13	3.50	1.31	8
									</			

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Diversity 101. Managers/supervisors/team leaders work well with employees of different backgrounds.	Total Army for LN Positions	<div> <div>78%</div> <div>14%</div> <div>8%</div> </div>					3.97	0.86	223
	French	<div> <div>75%</div> <div>13%</div> <div>13%</div> </div>					3.56	1.08	8
	Total Army for LN Positions	<div> <div>75%</div> <div>15%</div> <div>10%</div> </div>					3.83	1.02	221
	French	<div> <div>75%</div> <div>13%</div> <div>13%</div> </div>					3.50	1.07	8
102. Discrimination (on the basis of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation) is not tolerated here.	Total Army for LN Positions	<div> <div>81%</div> <div>13%</div> <div>7%</div> </div>					4.12	0.95	221
	French	<div> <div>75%</div> <div>13%</div> <div>13%</div> </div>					3.63	1.19	8

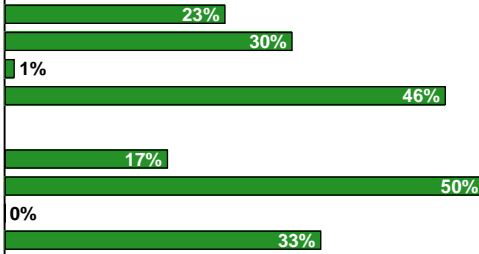
**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Harassment		
103. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working for the Army?		
Total Army for LN Positions		
Yes	8%	19
No	92%	226
French		
Yes	0%	0
No	100%	8
104. If you were harassed, did you report the incident?		
Total Army for LN Positions		
Yes	19%	14
No	81%	58
French		
Yes	Insufficient Data	0
No	Insufficient Data	4
105. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)		
Total Army for LN Positions		
Yes	22%	14
No	22%	14
Don't Know	56%	35
French		
Yes	Insufficient Data	0
No	Insufficient Data	1
Don't Know	Insufficient Data	3

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Army Knowledge Online (AKO)		
106. How frequently do you access Army Knowledge Online (AKO)?		
Total Army for LN Positions		
Once a month or less often	22%	55
2–3 times a month	9%	22
1–2 times a week	9%	21
3–4 times a week	7%	16
Almost every day	8%	20
Does not apply – I do not access AKO	45%	111
French		
Once a month or less often	38%	3
2–3 times a month	13%	1
1–2 times a week	13%	1
3–4 times a week	0%	0
Almost every day	0%	0
Does not apply – I do not access AKO	38%	3
107. How easy or difficult is it for you to navigate the AKO web site?		
Total Army for LN Positions		
Very difficult	1%	2
Difficult	5%	8
Neither easy nor difficult	29%	48
Easy	27%	44
Very easy	5%	9
Not sure – I do not use AKO very often	33%	55
French		
Very difficult	0%	0
Difficult	0%	0
Neither easy nor difficult	29%	2
Easy	29%	2
Very easy	0%	0
Not sure – I do not use AKO very often	43%	3

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N															
<p>108. Have you arranged to have your AKO emails forwarded?</p> <p>Total Army for LN Positions</p> <p>No</p> <p>No, I did not know I could do that</p> <p>Yes, to my home or personal email address</p> <p>Yes, to my work site email address</p> <p>French</p> <p>No</p> <p>No, I did not know I could do that</p> <p>Yes, to my home or personal email address</p> <p>Yes, to my work site email address</p>	 <table border="1"> <thead> <tr> <th>Response Category</th> <th>Total Army for LN Positions (%)</th> <th>French (%)</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>23%</td> <td>17%</td> </tr> <tr> <td>No, I did not know I could do that</td> <td>30%</td> <td>50%</td> </tr> <tr> <td>Yes, to my home or personal email address</td> <td>1%</td> <td>0%</td> </tr> <tr> <td>Yes, to my work site email address</td> <td>46%</td> <td>33%</td> </tr> </tbody> </table>	Response Category	Total Army for LN Positions (%)	French (%)	No	23%	17%	No, I did not know I could do that	30%	50%	Yes, to my home or personal email address	1%	0%	Yes, to my work site email address	46%	33%	<p>38</p> <p>48</p> <p>2</p> <p>74</p> <p>1</p> <p>3</p> <p>0</p> <p>2</p>
Response Category	Total Army for LN Positions (%)	French (%)															
No	23%	17%															
No, I did not know I could do that	30%	50%															
Yes, to my home or personal email address	1%	0%															
Yes, to my work site email address	46%	33%															

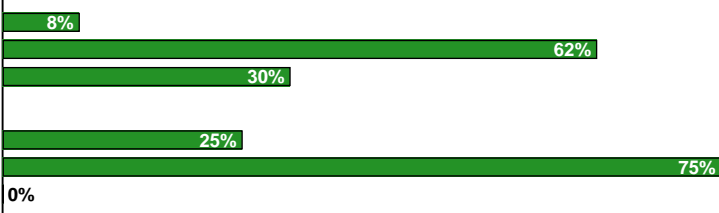
**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div><div></div>% Favorable</div> <div><div></div>% Neutral</div> <div><div></div>% Unfavorable</div>	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
<div>Army Civilian Personnel OnLine (CPOL) Applications</div> <div>109. Fully Automated System for Classification (FASCLASS) contains a sufficient range of position descriptions such that I can find one that describes the work in my organization.</div> <div>Total Army for LN Positions</div> <div>French</div> <div>110. I have been well trained by the personnel office to classify jobs in my work unit/work group.</div> <div>Total Army for LN Positions</div> <div>French</div> <div>111. I find the information in the Personnel and Management Information Support System (PERMISS) useful.</div> <div>Total Army for LN Positions</div> <div>French</div> <div>112. Automated tracking tools (e.g., Army Regional Tools, SF-50 Tracker) make it easy to track the status of my personnel actions.</div> <div>Total Army for LN Positions</div> <div>French</div>											
	43%	42%	15%	16	27	42	14	2	3.42	0.97	118
	60%	20%	20%	0	60	20	20	0	3.40	0.89	5
	20%	35%	45%	7	14	35	25	19	2.63	1.14	161
	43%	57%		0	0	43	14	43	2.00	1.00	7
	42%	45%	13%	11	31	45	11	2	3.38	0.89	108
	Insufficient Data					--	--	--	--	--	4
	39%	50%	11%	17	22	50	6	5	3.40	0.99	103
Insufficient Data					--	--	--	--	--	4	

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div></div> % Favorable <div></div> % Neutral <div></div> % Unfavorable </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
113. I am satisfied with the quality of candidates generated by RESUMIX. Total Army for LN Positions French	<div> <div>31%</div> <div>53%</div> <div>16%</div> </div>	9	22	53	14	2	3.23	0.88	106
	Insufficient Data	--	--	--	--	--	--	--	3

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N												
<p>114. Compared to five years ago, the quality of candidates for jobs in my work group/work unit is:</p> <p>Total Army for LN Positions</p> <p>Worse</p> <p>About the same</p> <p>Better</p> <p>French</p> <p>Worse</p> <p>About the same</p> <p>Better</p>	 <p>The chart displays two sets of data. The first set, 'Total Army for LN Positions', shows 8% for 'Worse', 62% for 'About the same', and 30% for 'Better'. The second set, 'French', shows 25% for 'Worse', 75% for 'About the same', and 0% for 'Better'. Each bar is green with the percentage value labeled at its end.</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Total Army for LN Positions (%)</th> <th>French (%)</th> </tr> </thead> <tbody> <tr> <td>Worse</td> <td>8%</td> <td>25%</td> </tr> <tr> <td>About the same</td> <td>62%</td> <td>75%</td> </tr> <tr> <td>Better</td> <td>30%</td> <td>0%</td> </tr> </tbody> </table>	Response	Total Army for LN Positions (%)	French (%)	Worse	8%	25%	About the same	62%	75%	Better	30%	0%	<p>18</p> <p>144</p> <p>69</p> <p>2</p> <p>6</p> <p>0</p>
Response	Total Army for LN Positions (%)	French (%)												
Worse	8%	25%												
About the same	62%	75%												
Better	30%	0%												

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Family Friendly Flexibilities (Importance) 115a. How important is telework/telecommuting to you? Total Army for LN Positions French	<div> <div>36%</div> <div>37%</div> <div>27%</div> </div>	27	12	24	19	18	3.11	1.45	236
		25	13	13	25	25	2.88	1.64	8
	<div> <div>43%</div> <div>33%</div> <div>24%</div> </div>	24	19	25	22	11	3.23	1.32	235
		13	38	25	25	0	3.38	1.06	8
	<div> <div>37%</div> <div>24%</div> <div>40%</div> </div>	40	22	14	13	11	3.66	1.39	235
		50	13	13	13	13	3.75	1.58	8
116a. How important are alternative work schedules to you? Total Army for LN Positions French	<div> <div>52%</div> <div>35%</div> <div>13%</div> </div>	13	23	30	25	10	3.04	1.18	230
		13	25	38	25	0	3.25	1.04	8
	<div> <div>63%</div> <div>25%</div> <div>13%</div> </div>	6	34	30	24	6	3.10	1.02	235
		0	50	25	25	0	3.25	0.89	8
	<div> <div>65%</div> <div>30%</div> <div>6%</div> </div>								
117a. How important are child care subsidies to you? Total Army for LN Positions French	<div> <div>63%</div> <div>25%</div> <div>13%</div> </div>								
	<div> <div>75%</div> <div>25%</div> </div>								
118a. How important are employee assistance programs to you? Total Army for LN Positions French									
119a. How important are health and wellness programs to you? Total Army for LN Positions French									

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	<div> <div>% Favorable</div> <div>% Neutral</div> <div>% Unfavorable</div> </div>	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
120a. How important are support groups to you?									
Total Army for LN Positions	<div> <div>41%</div> <div>36%</div> <div>23%</div> </div>	23	15	26	25	11	3.14	1.33	229
French	<div> <div>50%</div> <div>50%</div> </div>	50	13	38	0	0	4.13	0.99	8
121a. How important are elder care programs to you?									
Total Army for LN Positions	<div> <div>57%</div> <div>26%</div> <div>17%</div> </div>	17	25	32	17	9	3.24	1.19	234
French	<div> <div>50%</div> <div>50%</div> </div>	50	25	25	0	0	4.25	0.89	8

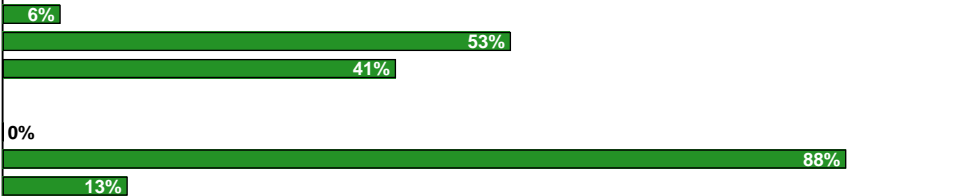
**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Family Friendly Flexibilities (Availability)		
115b. Is telework/telecommuting available to you?		
Total Army for LN Positions		
Yes	21%	51
No	50%	120
Don't Know	28%	67
French		
Yes	0%	0
No	100%	8
Don't Know	0%	0
116b. Are alternative work schedules available to you?		
Total Army for LN Positions		
Yes	37%	87
No	50%	116
Don't Know	13%	31
French		
Yes	25%	2
No	75%	6
Don't Know	0%	0
117b. Are child care subsidies available to you?		
Total Army for LN Positions		
Yes	13%	31
No	62%	144
Don't Know	25%	58
French		
Yes	0%	0
No	75%	6
Don't Know	25%	2

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
118b. Are employee assistance programs available to you?		
Total Army for LN Positions		
Yes	15%	36
No	47%	109
Don't Know	38%	88
French		
Yes	13%	1
No	75%	6
Don't Know	13%	1
119b. Are health and wellness programs available to you?		
Total Army for LN Positions		
Yes	45%	106
No	33%	78
Don't Know	22%	51
French		
Yes	63%	5
No	25%	2
Don't Know	13%	1
120b. Are support groups available to you?		
Total Army for LN Positions		
Yes	13%	31
No	44%	102
Don't Know	42%	98
French		
Yes	0%	0
No	88%	7
Don't Know	13%	1

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N												
<p>121b. Are elder care programs available to you?</p> <p>Total Army for LN Positions</p> <p>Yes</p> <p>No</p> <p>Don't Know</p> <p>French</p> <p>Yes</p> <p>No</p> <p>Don't Know</p>	 <table border="1"> <thead> <tr> <th>Response</th> <th>Total Army for LN Positions (%)</th> <th>French (%)</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>6%</td> <td>0%</td> </tr> <tr> <td>No</td> <td>53%</td> <td>88%</td> </tr> <tr> <td>Don't Know</td> <td>41%</td> <td>13%</td> </tr> </tbody> </table>	Response	Total Army for LN Positions (%)	French (%)	Yes	6%	0%	No	53%	88%	Don't Know	41%	13%	<p>15</p> <p>123</p> <p>95</p> <p>0</p> <p>7</p> <p>1</p>
Response	Total Army for LN Positions (%)	French (%)												
Yes	6%	0%												
No	53%	88%												
Don't Know	41%	13%												

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail		<div><div></div>% Favorable</div> <div><div></div>% Neutral</div> <div><div></div>% Unfavorable</div>	Category Percents							
			5	4	3	2	1	Mean	Std Dev	Valid N
Career/Retirement Plans										
	122. I am willing to relocate geographically for a promotion.									
	Total Army for LN Positions	<div><div>36%</div><div>29%</div><div>34%</div></div>	11	25	29	18	16	2.97	1.24	215
	French	<div><div>43%</div><div>29%</div><div>29%</div></div>	14	29	29	14	14	3.14	1.35	7

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>123. Select the response that best matches your career plans:</p> <p>Total Army for LN Positions</p> <p>I intend to look for other employment outside the Army. 2%</p> <p>I intend to look for other employment within the Army. 13%</p> <p>I intend to stay in my current organization. 85%</p> <p>French</p> <p>I intend to look for other employment outside the Army. 0%</p> <p>I intend to look for other employment within the Army. 13%</p> <p>I intend to stay in my current organization. 88%</p>		<p>4</p> <p>32</p> <p>202</p> <p>0</p> <p>1</p> <p>7</p>
<p>124. How long do you expect to continue working for your organization?</p> <p>Total Army for LN Positions</p> <p>More than 5 years 74%</p> <p>4 – 5 years 9%</p> <p>1 – 3 years 14%</p> <p>Less than 1 year 3%</p> <p>French</p> <p>More than 5 years 75%</p> <p>4 – 5 years 0%</p> <p>1 – 3 years 25%</p> <p>Less than 1 year 0%</p>		<p>176</p> <p>21</p> <p>33</p> <p>8</p> <p>6</p> <p>0</p> <p>2</p> <p>0</p>

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>125. Select the response that best matches your retirement plans:</p> <p>Total Army for LN Positions</p> <p>I plan to leave before retirement 3%</p> <p>I am undecided about staying beyond my retirement eligibility date. 21%</p> <p>I plan to stay beyond my retirement eligibility date. 20%</p> <p>I would take an early out if offered. 23%</p> <p>I plan to retire as soon as eligible. 32%</p> <p>French</p> <p>I plan to leave before retirement 13%</p> <p>I am undecided about staying beyond my retirement eligibility date. 25%</p> <p>I plan to stay beyond my retirement eligibility date. 0%</p> <p>I would take an early out if offered. 38%</p> <p>I plan to retire as soon as eligible. 25%</p>		<p>7</p> <p>50</p> <p>48</p> <p>55</p> <p>77</p> <p>1</p> <p>2</p> <p>0</p> <p>3</p> <p>2</p>
<p>126. I plan to retire in:</p> <p>Total Army for LN Positions</p> <p>More than 5 years 81%</p> <p>4 – 5 years 10%</p> <p>1 – 3 years 6%</p> <p>Less than 1 year 3%</p> <p>French</p> <p>More than 5 years 86%</p> <p>4 – 5 years 14%</p> <p>1 – 3 years 0%</p> <p>Less than 1 year 0%</p>		<p>187</p> <p>22</p> <p>15</p> <p>7</p> <p>6</p> <p>1</p> <p>0</p> <p>0</p>

**Civilian Supervisors – FY03
Results by Language: French For LN Positions**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Feedback on Survey Results		
127. I got my command or installation results from the last Army Civilian Attitude Survey (2001).		
Total Army for LN Positions		
Yes	9%	22
No	60%	141
Don't Know	31%	72
French		
Yes	0%	0
No	100%	8
Don't Know	0%	0
128. My organization has taken action based on results from the last Army Civilian Attitude Survey (2001).		
Total Army for LN Positions		
Yes	6%	15
No	20%	46
Don't Know	74%	174
French		
Yes	0%	0
No	50%	4
Don't Know	50%	4